

To: Newark Collaboration Group
Image Committee
From: Brenda Davis, Christine Vogel
Date: July 16, 1987
Re: Status of Revised Image Proposal

Enclosed is a copy of the revised Image Proposal approved by consensus at the July 14 Image Committee meeting for presentation to the July 15 Executive Committee meeting.

We presented the proposal and it was approved by the Executive Committee in principal, with certain questions and concerns to be answered prior to its presentation for final approval by the general NCG membership on August 26th.

Concerns included: How can the funding base be broadened so that less of the cash burden falls upon the big corporations already funding a variety of NCG activities?

Can we establish some priorities among the proposed activities so that the effort is more focussed?

It seems that the proposed activities are more public participation and public information than "Image" activities, can we find a more accurate title for the campaign.

Will establishing the Image program as a program of the NCG have adverse effects on fund-raising efforts of both the Image program and the NCG, since funders may be hesitant to give to both seeing them as one?

Having accepted the work of the Image Committee, the Executive Committee discharged the group with thanks for a job well done. Appreciation was expressed for the patience and perseverance of the Committee which, as you know, has been working for two years.

The Executive Committee will address the questions of funding and convening an Advisory Committee if the plan is accepted by the plenary session.

Of course, all members of the Image Committee are invited to serve on the Advisory Committee. You will receive information about that in September, if the plan receives the support of the NCG general membership in August.

We will be preparing a response to the Executive Committee's concerns for their August meeting. If any of you have ideas or suggestions regarding how the concerns should be answered, please feel free to give either Brud (649-4944) or Christine (690-5474) a call.

Thank you all so much for your ideas, suggestions and help in putting this proposal together. It has been a long task, but we may see some important results of our labor within a short time.

COMMUNICATIONS PLAN TO DEVELOP AN IDENTITY
AND A POSITIVE IMAGE FOR THE CITY OF NEWARK

Introduction

This proposal is based upon a report submitted to the Image Committee of the Newark Collaboration Group by Keyes Martin in March 1987. The proposal has been shaped through interaction with the NCG Executive Committee and its general membership.

In October 1985, Keyes Martin submitted to the Newark Collaboration Group a "Public Relations Program Outline for the City of Newark." As a result, the NCG, with funding from the Greater Newark Chamber of Commerce and the City of Newark, commissioned Keyes Martin to conduct a variety of research and interview activities in order to provide the data and information needed to develop a program recommendation for an image campaign for Newark.

Keyes Martin worked in conjunction with the Image Subcommittee of the NCG's Committee on Communications, Information and Education.

In addition, the NCG retained the firm of Decision Research, Inc. to conduct focus groups and a telephone poll of Newark residents to determine attitudes toward the City and to identify key issues related to the City's image. This study is part of the Keyes Martin final report.

Newark has experienced many changes since the Keyes Martin report was commissioned and research was completed in the Spring, 1986. The City has shown signs of revitalization and growth.

Examples of this growth include the implementation of many new initiatives, and the restructuring of existing entities and creation of new ones. This proposal recommends a mechanism that does not duplicate existing institutional efforts; in fact, it enhances those efforts, maximizing benefits to the city and its people.

The Plan

The research suggests that Newark residents --despite real concerns over perceived issues of crime, cleanliness, housing and education -- nonetheless have a sense of pride about the City and a sense of strong personal investment in it.

Commercial redevelopment in the downtown area and elsewhere is a key factor in the City's revitalization. But its momentum has yet to reach into the neighborhoods and manifest itself in terms of affordable housing construction and renovation, recreational facilities, job opportunities and retail revitalization. This raises questions among residents as to the beneficial impact of economic development on them as individuals, and on the quality of life for all Newarkers.

Newark has some real problems which an image campaign can't solve. There are public policy and equity issues which an image program cannot address. These include: the quality of public education, the cleanliness and appearance of the city, safety in the city, the shortage of recreational facilities for youth, and the adequacy of public transportation.

An image campaign can, however, work as a monitor of progress, reporting on positive developments in the government's addressing of these issues and encouraging residents and other stakeholders to participate in efforts for improvement.

The Image Committee believes that an image campaign can communicate information that creates a positive viewpoint while reflecting, in a balanced way, the realities that exist in Newark.

An image campaign can provide an identity for the City,

promoting its assets, while correcting inaccurate, negative perceptions.

The research involving a telephone survey of Newark residents indicated that Newark has an intangible strength which is a sense of pride its residents feel. This seems based on a sense of home and emotional ties to family, friends and neighbors, as well as an expressed commitment to a common survival.

A communications/public relations image campaign which helps maintain this sense of pride will celebrate the diversity of the City while encouraging those with a stake in Newark to work to improve the quality of life for all.

OBJECTIVES

The objectives of the proposed campaign are:

Primary

To design activities and communications that build and reenforce among residents a community identity that reflects a positive self-image of Newark;

Secondary

To develop communications that build and reenforce to external audiences a positive City identity and image.

In order to achieve these objectives, the following long term tasks will be undertaken:

Primary

Establishing lines of communication among residents, commuters, students, and institutions (companies, organizations, the government) to enable all to appreciate Newark's diversity and to take pride in the positive aspects of the City;

Encouraging residents, commuters and students to utilize the cultural, retail, entertainment, and educational facilities available in the City;

Secondary

Communicating to people outside of Newark, the positive aspects of Newark and the progress people are making by working together in Newark's neighborhoods.

CAMPAIGN ACTIVITIES

Although many activities will occur in various parts of the City and be coordinated with or by existing groups, the Image Campaign itself will be coordinated out of an office at a central location in Newark.

There a central clearinghouse called "Newark CityLife Information Center" will be maintained. It will be responsible for maintaining, updating and disseminating materials and press information concerning all facilities, activities, attractions and events throughout the city.

A staff of two professionals with clerical support will coordinate public relations and communications projects involving existing groups across the City.

Examples of possible activities which might be undertaken by the campaign are:

Quarterly Newsletter on Development

Informing neighborhoods of proposed and planned development projects both downtown and in the neighborhoods and reporting on what people in neighborhoods are planning and doing in the area of neighborhood economic development.

(Could be produced with or by the Newark Coalition for Neighborhoods)

Neighborhood Brochures

Each neighborhood in Newark could produce a simple brochure about itself and list resources in the community and projects and activities in which people could get involved.

(Could be done in cooperation with block associations and community-based organizations.)

Neighborhood Fairs/Neighborhood Exposition

These gatherings will encourage neighborhoods to celebrate their assets and will help residents from different neighborhoods learn about one another.

In connection with the fairs/exposition, a variety of activities could be scheduled such as:

- . poster contest
- . youth talent competition
- . city-wide bake-off (a Newark cookbook could result)
- . a flower and vegetable growing competition

A Newark Neighborhood Map

This could be developed as a poster and sold to raise money for the Image Program.

Recognition of Small Business Owners

Celebrating those who have made a commitment to their neighborhoods, who employ Newark residents, who are involved in working with their communities.

(Could be done with **local business** associations and the Chamber of Commerce.)

Cultural Programming

A jazz festival, lunchtime or early evening "bites" of theatre or performing arts programming designed to encourage people to patronize cultural resources.

(Promotions for full evening activities could be done in conjunction with area restaurants.)

Two-Way Shuttle Buses

To bring residents downtown for shopping, educational and cultural activities and to bring downtowners into the neighborhoods for cultural and recreational activities and tours. (Could possibly be arranged in cooperation with New Jersey Transit)

Neighborhood Clean-Up

Neighborhood residents, university students and other volunteers could work together on neighborhood spruce-ups.

If the Urban Gardening program got involved, greening of the neighborhoods could become an aspect of the spruce-ups.

(Could also be done in cooperation with the Love Newark Keep It Clean project.)

Book Fair/Author Parties

Could be held at branches of the Newark Public Library. Featuring books and authors for different age groups, the fairs could help acquaint people with the work of the citywide Newark Literacy Campaign.

Support Activities of Groups Such As

- . Newark Festival of People
- . Mayor's Office of Information (Convention and exhibition materials on Newark)
- . Office of Recreation and Cultural Affairs (Cultural calendar, special events, etc.)

I'm From Newark Celebration

As the culmination of the first year's work, well-known people from Newark could be invited back to express their pride and confidence in Newark at a gala benefit performance or festival.

External Dissemination of Newark's Good News

Communications activities such as press releases, talk-show interviews and PSA's will help to spread Newark's good news to the outside world.

STRUCTURE

It is proposed that the Newark Collaboration Group institute the Image Campaign as a program. That is, the NCG Executive Committee would serve as the body responsible for fiscal and policy matters. The Executive Director of the Image Campaign would report to the Executive Committee and a separate bank account would be established for Image Campaign funds.

On a day-to-day basis, the staff of the Image Campaign would report to an Advisory Board of individuals, both volunteers and recruits, which would include residents, public relations specialists and others with access to resources and/or knowledge of the community. The group would be open, inclusive and act by consensus.

The office of the Image Campaign might or might not be located at NCG headquarters.

BUDGET

A national survey indicated that in most cases, funding for a City image campaign comes almost equally from the city government and businesses. The Newark image campaign will follow this model.

The City has been asked to allocate cash which will be matched by cash and in-kind contributions from businesses and other institutions such as colleges and universities.

It has been recommended that the minimum level of investment in public relations and communications activities which could yield a substantial return in benefits projected is \$400,000 to \$450,000 annually.

NEWARK IMAGE CAMPAIGN

MINIMUM START-UP BUDGET -- First Year

OPERATIONS

Executive Director	\$ 50,000.
Staff Associate	32,000.
Taxes, Benefits @ 20%	16,400.
Accounting, Professional Fees	3,500.
Public Relations Counsel, Publicity Services	40,000.
Office Space	12,000.
Insurance: Liability, Producers Errors & Omissions	5,000.
Office Supplies	1,500.
Furnishings, Office Equipment, Computer	10,000.
Phone Equipment	1,800.
Phone Service	3,600.
Graphic Design Services	3,500.
Printing	7,500.
Postage	1,500.
Photography	3,600.
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	\$ 191,900.

MATERIALS & ACTIVITIES

Print Materials: Newsletters, Brochures, Posters, etc.	95,000.
Programs	94,000.
Audio/Visual Materials	70,000.
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	\$ 259,000.

Total Start-Up	<hr/> <u>\$ 450,000.</u>
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